

Chairman, Career Service Committee

8 January 1952

Chairman, Working Group on Selection Criteria

Progress Report

REFERENCE: Summary of Proceedings of Working Groups, dated 18 December 1951

1. The Working Group on Selection Criteria has reviewed its submittals (contained in Reference) in the light of your comments, in Reference, on the principles of the Career Service Program.

2. Attachment 1, Working Group on Selection Criteria, 12 December 1951, has been revised and is furnished herewith in its revised form. In addition, the Working Group withdraws its recommendation (page Selection Criteria I-2 of Reference, paragraph 4A) "that only those employees who have demonstrated their ability throughout a period of two years' service in the Agency will be considered immediately eligible to participate in the Career Service Program". The remainder of that subparagraph should also be deleted.

3. No change is recommended to Attachment 2, Working Group on Selection Criteria, 12 December 1951.

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Attachment

Received by CSC at 13th Meeting 8 Jan

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Attachment 1

Working Group on SELECTION CRITERIA

8 January 1952

SELECTION CRITERIA FOR PARTICIPATION IN CIA CAREER SERVICE PROGRAM

1. INTRODUCTION

Two major assumptions for planning are accepted:

A. Assumption #1

the Agency
A Career Service Program must embrace each employee from the day he enters on duty with, ~~the Agency~~ through the day he finally separates *from* and beyond that day to include all retirement and other benefits due him or his dependents. On the other hand it must discover, develop and place future key Agency executives and administrators. The Program, therefore, inevitably will comprise two major efforts:

(1) First, continuing effort toward effective *affects* Agency personnel and training programs. This ~~impacts~~ directly upon all employees and accomplishes such tasks as:

- (a) Recruitment and Placement
- (b) Employee Evaluation
- (c) Salary and Wage Administration
- (d) Employee Relations and Counseling
- (e) Normal Indoctrination and Training
- (f) Retirement and other benefits and prerogatives

This portion of the Career Service Program, then, applies to all CIA staff employees and staff agents without distinction as to grade, assignment, professional or clerical status, length of ~~assignment~~ *service* and allied factors.

(2) Second, the effort to discover and to exploit fully the potential and talents of proven employees. This is essentially a Development Program to insure the best possible use of Agency employees. ~~It is here that selection for this Program begins.~~ The effort put in the development of a given employee must be determined by and justifiable only on the basis of potential and proven ability. The result of this effort is not all-embracing, but will vary with the individual. However, it will

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function along two distinct lines. On the one hand it will provide continuing and intensive training for large numbers of Agency personnel in all job fields. On the other hand it will locate, equip and produce the relatively small numbers of future Agency key executives and administrators. In any event the Development Program will better qualify the employee for advancement. The Program will operate through such means as:

- (a) Rotation
- (b) Re-training (seminar and refresher courses)
- (c) Duty assignments with on-the-job training
- (d) Extension training, including sabbatical leave, overseas travel and high-level training assignments such as National War College, Joint Chiefs, Dept. of State Policy Planning Staff.

In view of the foregoing, each staff employee and staff agent does in fact, upon the day he accepts employment, become a participant in the Career Service Program and must be apprised of its incentives, benefits and responsibilities.

B. Assumption #2

All Staff Employees and Staff Agents participate
~~No selection criteria are required for participation in the Career Service Program. However, for participation in its Development Program, selection criteria are required. The remainder of this paper relates to these selection criteria.~~

2. RECOMMENDATION

A. CIA employees in the Career Service Program who satisfy the following requirements shall be eligible to participate in the Development Program:

- (1) Staff employee or staff agent status (required for Career Service Program).
- (2) Proven, satisfactory service certified in writing by the employee's Office Board (described in Attachment 2 dated 12 December 1951). Determination of "proven" service shall be based generally on appraisal of at least two years' CIA service of the employee. Less than two years' CIA service will require final approval of the CIA Career Service Board.
- (3) Security concurrence by I&S Office.

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- (4) Written agreement of intent to make a career of employment

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with CIA, including willingness to serve in any domestic or overseas CIA post for which by Agency determination qualified jobwise and physically.

- B. Eligibility to participate in the Development Program shall be determined only on the basis of the above-named requirements. It is to be noted particularly that:

- (1) No age limitations are set.
- (2) Civil Service Commission certification is not required.
- (3) No physical standards beyond those regularly used for Agency employment are required for participation in the Development Program and special physical examinations for this Program as distinct from normal employment are not contemplated.
- (4) *No formal educational requirement is prescribed.*

3. DISCUSSION

A. Re Introduction

The planning bases laid down in INTRODUCTION stem from two major aims:

- (1) To banish from employees' minds the fear that the Career Service is a scheme for creating and nurturing an elite corps of a favored few.
- (2) To make the ~~incentives and benefits of the Development Program~~ ^{those} available to ~~the~~ Agency employees who demonstrate potential and interest in long-term CIA employment.

B. Re "Staff employee or staff agent status"

This excludes from the Career Service Program contract, consultant, and special agent categories. It embraces those who work full time with no predictable short-term connection.

C. Re "Proven satisfactory services"

This is intended to permit flexibility while also setting a normal requirement of two years' CIA service in order to assure a reasonably uniform standard throughout the Agency. When the Office Board feels an exception is justified, this provides a regular procedure for requesting the exception.

D. Re "Security concurrence certified by I&S...."

This leaves control of security requirements with I&S.

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E. Re "Written agreement of intent to make a career of employment with CIA"

The Agency has a vital security investment and a substantial financial investment in any fully-cleared and trained employee. These investments increase with length of service. In the interest of both factors, the Agency must attempt to reduce the employment mortality rate by every possible means.

A successful career service program should build within the Agency an ever increasing body of employees with training, broad experience and education superior to those of most other government Agencies and Departments. There can be expected, therefore, a tendency to proselyte CIA careerists on the one hand and on the other a growing temptation for CIA careerists to accept a here-and-now promotion with another Agency to grades which CIA vacancies would not then permit. Therefore, this requirement is set: not as a legal preventive but as the only feasible measure, a moral binder.

F. Re "Written agreement to serve in domestic or overseas CIA posts for which by Agency determination qualified jobwise and physically"

Again this is no legal binder since in the final analysis any employee may reject an Agency decision on domestic or overseas employment and resign. But it does seem reasonable to ask that an employee who wants a CIA career be willing, if qualified jobwise and physically, to serve away from Washington, D. C. for some periods. CIA can operate only by staffing a complex of world-wide areas. It must, therefore, make its career service incentives - such as advancement, tenure and retirement - strong enough to attract and hold many persons who want jobs that are not run-of-the-mine government chores in a tidy and secure niche cemented to a single geographical point. Other things equal, a person so willing to serve is worth more to CIA and merits more from CIA. The "jobwise and physical" qualifications should operate to protect individuals from moves to assignments for which they are not suited, and the Agency from wasteful moving of its personnel.

G. COMMENT

The concept and recommendations here proposed would ensure for the employee:

- A. Codification of rights and benefits so that the employee knows where he stands and what he may reasonably plan for. There should include preferential advancement, tenure and retirement for those in the Development Program.
- B. Increased opportunity for training - within and outside CIA.
- C. Increased opportunity for rotation.
- D. Increased opportunity for education - within and outside CIA.
- E. Increased assurance that he will go as far as his ability justifies.

It is emphasized that there is no guarantee to any individual of promotion or ultimate grade level.